

ESTTA Tracking number: **ESTTA584210**Filing date: **01/28/2014**IN THE UNITED STATES PATENT AND TRADEMARK OFFICE
BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD**Notice of Opposition**

Notice is hereby given that the following party opposes registration of the indicated application.

Opposer Information

Name	Ann Friedman and Aminatou Sow
Granted to Date of previous extension	02/01/2014
Address	151 First Ave, Ste 216 c/o Heraty Law PLLC New York, NY 10003 UNITED STATES
Attorney information	Quinn Heraty Heraty Law PLLC 151 First Ave, Ste 216 New York, NY 10003 UNITED STATES quinn@heratylaw.com

Applicant Information

Application No	86006015	Publication date	12/03/2013
Opposition Filing Date	01/28/2014	Opposition Period Ends	02/01/2014
Applicant	Natalie Minh Management, LLC 3520 Overland Ave, Suite A50 Los Angeles, CA 90034 CANADA		

Goods/Services Affected by Opposition

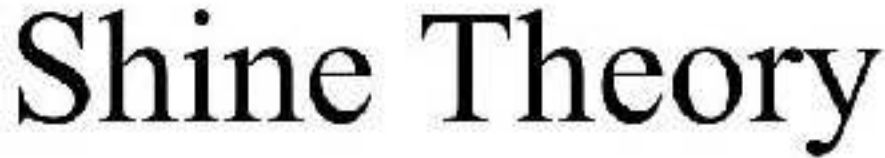
Class 041. First Use: 2013/07/05 First Use In Commerce: 2013/07/05


All goods and services in the class are opposed, namely: On-line journals, namely, blogs featuring recognizing women and their achievements; On-line publication of articles related to the achievement of women; Providing on-line magazines in the field of recognizing women and their achievements; Providing on-line publications in the nature of e-books in the field of recognizing women and their achievements

Grounds for Opposition

Deceptiveness	Trademark Act section 2(a)
False suggestion of a connection	Trademark Act section 2(a)
<i>Torres v. Cantine Torresella S.r.l.Fraud</i>	808 F.2d 46, 1 USPQ2d 1483 (Fed. Cir. 1986)
Other	Rule 2.71: APPLICATION NOT FILED BY OWNER OF MARK

Marks Cited by Opposer as Basis for Opposition

U.S. Application No.	86078974	Application Date	09/30/2013
Registration Date	NONE	Foreign Priority Date	NONE
Word Mark	SHINE THEORY		
Design Mark			
Description of Mark	NONE		
Goods/Services	Class 025. First use: First Use: 2013/04/05 First Use In Commerce: 2013/09/30 Aprons; Shirts		

U.S. Application No.	86078963	Application Date	09/30/2013
Registration Date	NONE	Foreign Priority Date	NONE
Word Mark	SHINE THEORY		
Design Mark			
Description of Mark	NONE		
Goods/Services	Class 041. First use: First Use: 2013/04/05 First Use In Commerce: 2013/05/31 Educational and entertainment services, namely, providing motivational speaking services in the field of journalism, friendship, pop culture, and professional networking; Entertainment in the nature of speaking on the topics of journalism, friendship, pop culture, and professional networking; Entertainment services, namely, participation in events and conferences related to journalism, friendship, pop culture, and professional networking; Providing a website featuring non-downloadable articles in the field of journalism, friendship, pop culture, and professional networking; Providing on-line non-downloadable articles in the field of journalism, friendship, pop culture, and professional networking; Writing of articles for journals other than for advertising or publicity; Writing of articles for periodicals other than for advertising or publicity; Writing of texts		

Attachments	86078974#TMSN.jpeg(bytes) 86078963#TMSN.jpeg(bytes) 2014.01.28 Shine Theory - notice of opposition w exhibits - to file.pdf(1125944 bytes)
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Certificate of Service

The undersigned hereby certifies that a copy of this paper has been served upon all parties, at their address record by First Class Mail on this date.

Signature	/qmh/
Name	Quinn Heraty
Date	01/28/2014

IN THE UNITED STATES PATENT AND TRADEMARK OFFICE
BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD

-----X	
ANN FRIEDMAN and AMINATOU SOW,	Trademark: SHINE THEORY
Opposers,	Serial No.: 86006015
	Int'l Class: 041
-against-	Filed: July 10, 2013
	Published: December 3, 2013
NATALIE MINH MANAGEMENT LLC,	
Applicant.	Time to Oppose extended to:
	February 1, 2014
-----X	

NOTICE OF OPPOSITION

Opposers Ann Friedman and Aminatou Sow (“Opposers”) have been damaged by Natalie Minh Management LLC’s (“Applicant”) unauthorized use of, and attempt to register trademark rights in, the mark SHINE THEORY (Serial No. 86006015). In addition, Applicant’s specimen shows the use of Opposer Ann Friedman’s name to falsely imply a connection between Ms. Friedman and Applicant’s website, and to false imply an endorsement by Ms. Friedman.

Opposers will continue to be damaged if Applicant’s application is allowed to continue to registration. By and through their undersigned attorneys, Opposers hereby respectfully oppose Applicant’s trademark registration application for SHINE THEORY.

PARTIES

Applicant is Natalie Minh Management LLC, a California limited liability company that was formed in 2010 and, upon information and belief, is the corporate alter ego of Natalie Minh Tran of Los Angeles. Ms. Tran is a “fitness model” photographer and does business as “Natalie Minh Interactive”, which is described as “a fitness multimedia company.”

Opposers are Ann Friedman and Aminatou Sow, who developed “Shine Theory” and who have written and published well-publicized Shine Theory articles, conducted Shine Theory talks and presentations, and offer a line of Shine Theory goods at <http://shine-theory.tumblr.com/shop>. New York magazine (“NY Mag”) published the article “Shine Theory: Why Powerful Women

Make the Greatest Friends” in May of 2013 (<http://nymag.com/thecut/2013/05/shine-theory-how-to-stop-female-competition.html>).

Ms. Friedman is a journalist who regularly contributes to The New Republic, NewYorker.com, ELLE, Rolling Stone, Los Angeles magazine, Newsweek, The Gentlewoman, The Hairpin, Columbia Journalism Review, and others. Until 2012, she was the executive editor of GOOD magazine. Ms. Sow is a digital strategist, a co-founder of Tech LadyMafia, and was recently named by Forbes as one of 30 Under 30 in Technology. She is also the Digital Engagement Director at Iraq and Afghanistan Veterans of America (IAVA).

MARK

In July of 2013, after NY Mag published the article about Shine Theory, Ms. Tran, without the knowledge or authorization of Opposers, filed a 1(a) “use in commerce” trademark registration application for SHINE THEORY in International Class 041 for: “On-line journals, namely, blogs featuring recognizing women and their achievements; On-line publication of articles related to the achievement of women; Providing on-line magazines in the field of recognizing women and their achievements; Providing on-line publications in the nature of e-books in the field of recognizing women and their achievements.”

Ms. Tran also registered the URL shinetheory.com without the knowledge or authorization of Opposers.

RELEVANT FACTS

1. Applicant registered the URL shinetheory.com in June of 2013, after Opposers’ well-publicized article “Shine Theory: Why Powerful Women Make the Greatest Friends” was published in May of 2013.
2. After Applicant registered the shinetheory.com URL, she created and posted a bare website that consists of nothing but a “landing page” that cited Ms. Friedman and the NY Mag article about Shine Theory.

3. The title of Applicant's bare "landing page" at shinetheory.com is "Shine Theory: Why Powerful Women Make the Greatest Friends" – which is the exact same title as Opposers' May 2013 article.

4. Without Ms. Friedman's knowledge or permission, Applicant used Ms. Friedman's name on shinetheory.com and referenced Opposers' May 2013 Shine Theory article in the following manner:

Shine Theory: As featured in the NY Mag article by Ann Friedman.

5. On July 10, 2013, Applicant submitted the bare shinetheory.com "landing page", with Ann Friedman's name and referencing Opposers' Shine Theory article, as a specimen to support Applicant's 1(a) "use in commerce" application for the registration of the mark SHINE THEORY. (**Exhibit A**)

6. Applicant's bare shinetheory.com "landing page" does not show the use of the mark SHINE THEORY in connection with any of the goods and services recited in Applicant's trademark registration application.

7. The .pdf of Applicant's specimen was titled "[Shine Theory - Why Powerful Women Make the Greatest Friends .pdf](#)" – the exact same title as Opposers' May 2013 article about Shine Theory.

8. Applicant's intent to deceive and to confuse the relevant public is apparent by Applicant's use of "Shine Theory: Why Powerful Women Make the Greatest Friends" as the title of the index page at URL shinetheory.com. (top of **Exhibit A**; **Exhibit B**)

9. Applicant's intent to deceive and to confuse the relevant public is also apparent by Applicant's use of Ms. Friedman's name on shinetheory.com (**Exhibit A**).

10. Applicant's specimen says "Shine Theory: As featured in the NY Mag article by Ann Friedman."

11. Applicant made the following declaration in connection with her trademark registration application for SHINE THEORY:

“to the best of his/her knowledge and belief no other person, firm, corporation, or association has the right to use the mark in commerce, either in the identical form thereof or in such near resemblance thereto as to be likely, when used on or in connection with the goods/services of such other person, to cause confusion, or to cause mistake, or to deceive; and that all statements made of his/her own knowledge are true; and that all statements made on information and belief are believed to be true.”

12. At the time Applicant made the above declaration, she knew that Opposers had used the mark in commerce and had the right to use the mark in commerce. Applicant’s specimen even explicitly cited Opposers’ name and material. By falsely declaring otherwise, Applicant intentionally made a false representation to the USPTO in order to fraudulently secure a trademark registration for SHINE THEORY.

13. Applicant’s trademark registration application claimed a “first use anywhere” and “first use in commerce” date of July 5, 2013.

14. The goods and services cited in Applicant’s trademark registration application are:

- On-line journals, namely, blogs featuring recognizing women and their achievements;
- On-line publication of articles related to the achievement of women;
- Providing on-line magazines in the field of recognizing women and their achievements;
- Providing on-line publications in the nature of e-books in the field of recognizing women and their achievements.

15. At the time Applicant submitted her 1(a) “use in commerce” trademark registration application for SHINE THEORY, she had not used the mark in connection with any bona fide offering of any goods or services.

16. At the time Applicant submitted her 1(a) “use in commerce” trademark registration application for SHINE THEORY, she had not published any on-line journals in connection with the mark.

17. At the time Applicant submitted her 1(a) “use in commerce” trademark registration application for SHINE THEORY, she had not published any blogs in connection with the mark.

18. At the time Applicant submitted her 1(a) “use in commerce” trademark registration application for SHINE THEORY, she had not published any on-line magazines in connection with the mark.

19. At the time Applicant submitted her 1(a) “use in commerce” trademark registration application for SHINE THEORY, she had not published any e-books in connection with the mark.

20. As of the date of this Notice of Opposition, Applicant has still not published any on-line journals in connection with the mark.

21. As of the date of this Notice of Opposition, Applicant has still not published any blogs in connection with the mark.

22. As of the date of this Notice of Opposition, Applicant has still not published any on-line magazines in connection with the mark.

23. As of the date of this Notice of Opposition, Applicant has still not published any e-books in connection with the mark.

24. The specimen submitted with Applicant’s trademark registration application does not show the mark used in commerce.

25. The specimen submitted with Applicant’s trademark registration application does not show the mark used in commerce in connection with either on-line journals, blogs, on-line magazines, or e-books.

26. In a further attempt to deceive and to falsely establish an association with Opposers, Applicant started a “Shine Theory” Facebook page, which references Ms. Friedman and the May 2013 NYmag.com article on Shine Theory. However, the page consists of nothing but posts of “fitness models” who were photographed by Applicant. (**Exhibit C**)

27. Applicant knew that she had not published anything in connection with the mark, much less the goods and services cited in her July 2013 trademark registration application. On September 27, 2013, Applicant stated, via email:

“Only the website shinetheory.com landing page has been made public at this point. In development is an online magazine (like NYmag.com) that will feature a daily interview/profile with the Profile of the Day (POTD).”

28. On September 27, 2013, Applicant was asked to further clarify:

“Natalie – If I’m understanding correctly (and please correct me if I’m wrong), you are currently working to put together a team of writers/journalists/volunteers who will create Shine Theory blogs, articles, magazines, and ebooks, but right now the shinetheory.com landing page is the only thing public. Is that correct?”

29. On September 27, 2013, Applicant responded:

“Yes, you are correct. At this time [the landing page] is all that I have to share publicly.”

30. Applicant’s trademark registration application was published on December 3, 2013. On December 30, 2013, Applicant was asked:

“Do any Shine Theory products currently exist? If so, can you point me to them?”

31. On December 30, 2013, Applicant responded:

“The blogs are in draft online.”

32. Applicant was asked for clarification:

“When you say that the ‘blogs are in draft online’, can you point me to the online link? Or do you mean that they are unpublished and not available online?”

33. On December 30, 2013, Applicant replied

“[The blogs] are unpublished and not online yet.”

34. After Applicant clarified that, as of December 30, 2013, she had not published anything in connection with the SHINE THEORY mark, Opposers filed for an extension of time to file a notice of opposition.

35. On January 9, 2014, Applicant offered, in writing, to “sign over the [\[shinetheory.com\]](http://shinetheory.com) URL and drop the USPTO filing” if Opposers agreed to pay Applicant one thousand (\$1,000) dollars.

36. Given the fact that Applicant used Opposers' material to falsely associate herself with Opposers and that Applicant is trying to fraudulently register trademark rights that Applicant isn't entitled to, Opposers were not keen on the idea of paying Applicant anything, much less one thousand (\$1,000) dollars.

37. However, the desire to no longer have Natalie Minh Tran try to fraudulently and deceptively associate herself with Opposers and Shine Theory outweighed the strong distaste of paying Applicant off.

38. On January 10, 2014, Opposers unequivocally accepted Applicant's offer, in writing, and provided her with instructions on how to sign over the shinetheory.com URL and drop the USPTO filing, per the terms of her offer.

39. Unfortunately, Applicant then breached her agreement and failed to "sign over the [\[shinetheory.com\]](http://shinetheory.com) URL and drop the USPTO filing," leading to this Notice of Opposition.

FRAUD/NONUSE

40. Applicant knowingly, and in bad faith, made false, material representations of fact with the intent to deceive the USPTO and fraudulently register trademark rights in and to SHINE THEORY.

41. Namely, Applicant did not make a bona fide use the mark in commerce on the identified goods prior to the filing of her 1(a) application to register trademark rights in SHINE THEORY.

42. Pursuant to 15 USC §1051(a), a "use in commerce" trademark registration application requires a verified statement that the mark is in use in commerce in connection with the recited goods and services as of the date of the application.

43. At the time she filed her application, Applicant knew that she had not used SHINE THEORY in connection with the goods and services recited in her trademark registration application.

44. A 1(a) "use in commerce" application must include a specimen showing the applied-for mark in use in commerce for each international class of goods and/or services identified in the application.

Trademark Act Sections 1 and 45, 15 U.S.C. §§1051, 1127; 37 C.F.R. §§2.34(a)(1)(iv), 2.56(a); TMEP §§904, 904.07(a).

45. The specimen submitted by Applicant references work by Opposers, but does not show Applicant's use of SHINE THEORY in connection with any of the recited goods and services:

- On-line journals, namely, blogs featuring recognizing women and their achievements;
- On-line publication of articles related to the achievement of women;
- Providing on-line magazines in the field of recognizing women and their achievements;
- Providing on-line publications in the nature of e-books in the field of recognizing women and their achievements.

46. The sole specimen submitted by Applicant consists of a .pdf of the "landing page" at the shinetheory.com URL, which references Opposers' work.

47. At the time Applicant submitted her trademark registration application, she had not published any on-line journals in connection with the mark SHINE THEORY.

48. At the time Applicant submitted her trademark registration application, she knew that she had not published any on-line journals in connection with the mark SHINE THEORY.

49. At the time Applicant submitted her trademark registration application, she had not published any blogs in connection with the mark SHINE THEORY.

50. At the time Applicant submitted her trademark registration application, she knew that she had not published any blogs in connection with the mark SHINE THEORY.

51. At the time Applicant submitted her trademark registration application, she had not published any on-line magazines in connection with the mark SHINE THEORY.

52. At the time Applicant submitted her trademark registration application, she knew that she had not published any on-line magazines in connection with the mark SHINE THEORY.

53. At the time Applicant submitted her trademark registration application, she had not published any on-line e-books in connection with the mark SHINE THEORY.

54. At the time Applicant submitted her trademark registration application, she knew that she had not published any on-line e-books in connection with the mark SHINE THEORY.

55. On December 30, 2013, Applicant admitted that she had not published any material in connection with the mark SHINE THEORY.

56. As of the date of this Notice of Opposition, Applicant has still not used SHINE THEORY in connection with any of the recited goods and services.

57. Applicant falsely declared to the USPTO that she had used the mark SHINE THEORY in connection with the recited goods and services with the intent to induce the USPTO to rely on her false representations and allow Applicant to register trademark rights that Applicant is not entitled to. Applicant knew the statements were false when she made them.

58. The USPTO has relied on Applicant's false statements and has allowed her application for SHINE THEORY to proceed.

FRAUD/SPECIMEN

59. Applicant knowingly, and in bad faith, made false, material representations of fact with the intent to deceive the USPTO and fraudulently register trademark rights in and to SHINE THEORY.

60. Namely, Applicant submitted a deceptive specimen to support her 1(a) "use in commerce" application to register trademark rights in SHINE THEORY. Such specimen deceptively referred to some of Opposers' "Shine Theory" materials as if they were Applicant's materials and/or as if Opposers' materials were referencing Applicant's SHINE THEORY.

61. Applicant's specimen consists solely of a "landing page" at shinetheory.com. Applicant registered the URL shinetheory.com, without Opposers' knowledge or consent, after Opposers' Shine Theory article was published in May 2013. (**Exhibit A**)

62. The title of Applicant's "landing page" at shinetheory.com is "Shine Theory: Why Powerful Women Make the Greatest Friends", which is the exact same title as Ms. Friedman's article in NY Mag, which was published in May of 2013.

63. The title of Applicant's .pdf of the specimen is "Shine Theory: Why Powerful Women Make the Greatest Friends", which is the exact same title as Ms. Friedman's article in NY Mag, which was published in May of 2013.

64. Without authorization, Applicant used Ms. Friedman's name on shinetheory.com in a deceptive manner, making it appear as though Ms. Friedman was writing about Applicant's products:

Shine Theory: As featured in the NY Mag article by Ann Friedman.

65. Nothing about Applicant or Applicant's site was featured in the NY Mag article by Ann Friedman.

66. Applicant used "Shine Theory", registered the shinetheory.com URL, and used Ms. Friedman's name and the title of Opposers' May 2013 article with the intention of capitalizing on Opposers' reputation and goodwill.

67. Applicant intentionally sowed confusion by using Opposers' materials to falsely suggest a connection between shinetheory.com and Opposers.

68. The USPTO, relying upon Applicant's deceptive specimen, allowed Applicant's USPTO trademark registration application to proceed, which has damaged Opposers.

FRAUD/DECLARATION

69. Applicant knowingly, and in bad faith, made false, material representations of fact with the intent to deceive the USPTO and fraudulently register trademark rights in and to SHINE THEORY.

70. Namely, Applicant declared, under penalties of fine or imprisonment, or both, under 18 USC §1001, that "to the best of his/her knowledge and belief no other person, firm, corporation, or association has the right to use the mark in commerce... and that all statements made of his/her own knowledge are true..."

71. Applicant made the foregoing declaration at the same time as she was submitting the specimen that clearly identified Opposers as the source of the Shine Theory materials. (**Exhibit A**)

72. Applicant knew the declaration that “no other person, firm, corporation, or association has the right to use the mark in commerce” was false when she made the declaration, and Applicant made the false representation with the intent to deceive the USPTO and induce the USPTO into relying on the false representation.

73. Applicant also knew that the declaration that “all statements [in the trademark registration application] made of his/her knowledge are true...” was false when she made the declaration, and Applicant made the false representation with the intent to deceive the USPTO and induce the USPTO into relying on the false representation.

74. Applicant knew of Opposers’ prior use of the Shine Theory mark (and referenced one of Opposers’ prior uses in Applicant’s specimen).

75. Applicant knew that Opposer had superior rights to the mark “Shine Theory.”

76. Applicant used the title of one of Opposers’ articles as the title of Applicant’s website at shinetheory.com, intentionally creating confusion and creating a false association between the shinetheory.com URL and Opposers.

77. Applicant deliberately omitted relevant information regarding Opposers being the source of “Shine Theory” materials on Applicant’s specimen. Applicant withheld this relevant information with the intent to deceive the USPTO into allowing Applicant to register trademark rights in SHINE THEORY that Applicant does not have. The effect of such deliberate omissions is the same as those of false statements.

78. The USPTO, relying upon Applicant’s deceptive representations, allowed Applicant’s USPTO trademark registration application to proceed, which has damaged Opposers.

APPLICATION NOT FILED BY OWNER OF MARK

79. Trademark Rule 2.71, 37 CFR §2.71, requires that an owner of a mark must be the one to apply for registration of the mark.

80. If, for the sake of argument, the specimen submitted by Applicant to support her trademark registration application did constitute “use in commerce” of the mark SHINE THEORY, then Applicant’s filing is void because Applicant “Natalie Minh Management LLC” did not own the mark as of the filing date.

81. The bottom of the specimen identifies “Natalie Minh Interactive” as owner of the material on the shinetheory.com URL.

82. “Natalie Minh Interactive” is a fictitious business name, filed in Los Angeles County, California in January of 2012. Upon information and belief, “Natalie Minh Interactive” is the fictitious business name of Natalie Minh Tran.

WHEREFORE, the Opposer respectfully requests that Natalie Minh Management LLC’s application to register the mark “Shine Theory” be rejected, that this Notice of Opposition be sustained, and that the Trademark Trial and Appeal Board grant such other relief as it deems just and proper.

Dated: New York, New York
January 28, 2014

Respectfully submitted,

HERATY LAW PLLC
Attorneys for OPPOSERS

A handwritten signature in blue ink that reads "Q Heraty". The signature is stylized with a large "Q" and a cursive "Heraty".

Quinn M. Heraty Esq.
151 First Ave, Ste 216
New York, NY 10003
(212) 473-1390
quinn@heratylaw.com

CERTIFICATE OF SERVICE

I hereby certify that on January 28, 2014, the foregoing Notice of Opposition was served upon Applicant and Applicant's agent by depositing the same with the US Postal Service, first-class postage pre-paid, addressed as follows:

Natalie Minh Management LLC
3520 Overland Ave, Suite A50
Los Angeles CA 90034

and

Natalie Minh Interactive
8502 E. Chapman Ave, Suite 262
Orange, CA 92869

and

Natalie Tran
Registered Agent for Natalie Minh Management LLC
3365 Keystone Ave #1
Los Angeles, CA 90034

A handwritten signature in purple ink, reading "Q Heraty".

Quinn Heraty, Esq.



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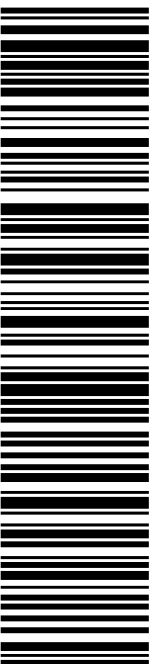
QUINN M HERATY
HERATY LAW PLLC
151 1ST AVE STE 216
NEW YORK NY 10003-2965

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SHIP NATALIE MINH TRAN
TO: NATALIE MINH INTERACTIVE
STE 262
ORANGE CA 92869-2461

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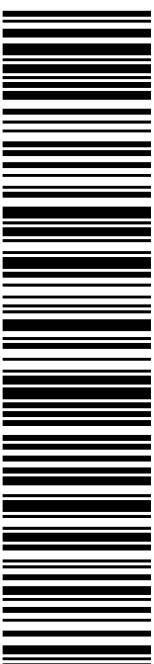
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NEW YORK NY 10003-2965

0006

C068

SHIP NATALIE MINH TRAN
TO: NATALIE MINH MANAGEMENT LLC
3520 OVERLAND AVE STE A50
SUITE A50
LOS ANGELES CA 90034-5585

USPS SIGNATURE TRACKING #



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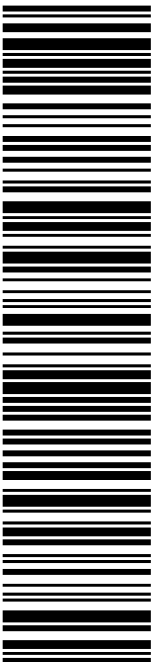
QUINN M HERATY
HERATY LAW PLLC
151 1ST AVE STE 216
NEW YORK NY 10003-2965

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C034

SHIP NATALIE TRAN
TO: AGENT FOR NATALIE MINH MANAGEMENT LLC
APT 1
LOS ANGELES CA 90034-8107

USPS SIGNATURE TRACKING #



9410 8036 9930 0052 9858 07

Electronic Rate Approved #038555749

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EXHIBIT A



SHINE THEORY

WHAT IS THE SHINE THEORY

WE ARE SHINE THEORISTS

SEND US YOUR DETAILS

INFLUENTIAL WOMEN NOMINATIONS 2013



WHAT IS THE

SHINE THEORY

As featured in the [NY Mag article](#) by Ann Friedman: Surround yours most amazing, inspiring, honorable women you can find and you will see it doesn't make you look worse by comparison, but instead makes



WE ARE SHINE THEORY

We choose to support, highlight, encourage and empower the most amazing women we know, thus creating strong, positive female role models for all generations up to. Shine Theory's goal is to highlight the most influential, inspiring and beautiful women in the world and Shine Theory is our platform. Submit or nominate the most amazing women you know for the opportunity to be the Profile Of The Day (POTD). Our goal is to highlight one profile a day and offer annual awards for the Most Interesting Women In The World.



"If You Associate with Eagles, You Will Soar to Great Heights"

The less you associate with some people, the more your life will improve. Any time you tolerate mediocrity in others, it increases your mediocrity. An important attribute in successful people is their impatience with negative thinking and negative acting people. As you grow, your associates will change. Some of your friends will not want you to go on. They will want you to stay where they are. Friends that don't help you climb will want you to crawl. Your friends will stretch your vision or choke your dream. Those that don't increase you will eventually decrease you.

With some people you spend an evening: with others you invest it. Be careful where you stop to inquire for directions along the road of life. Wise is the person who fortifies his life with the right friendships. If you run with wolves, you will learn how to howl. But, if you associate with eagles, you will learn how to soar to great heights.

- Colin Powell, 65th United States Secretary of State and retired four-star general in the United States Army.

DO YOU BELIEVE IT IS POSSIBLE TO DEVELOP STRONGER WOMEN?

Shine Theory is curating a collection of the most extraordinary women in the world from all backgrounds. Do you or someone you know shine that brilliant bright light, strong enough to inspire females globally to be the very best that they can be? We want to feature you. Fill out the form for consideration by our Editorial Team.

<i>Name</i>	<i>Accomplishments</i>
<i>Email Address</i>	
<i>Biography</i>	<i>Goals</i>
<i>Portfolio URL(s)</i>	
Photos	
<input type="button" value="Choose File"/> No file chosen	
Add More Photos	

Submit Now

**HELP THE SHINE THEORY
MOVEMENT GROW!**

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EXHIBIT B



shine theory



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→ **Shine Theory** - Why Powerful Women Make the Greatest Friends

We are **Shine** Theorists. We choose to support, highlight, encourage and empower the most amazing women that we know, thus creating strong, positive female role models for all generations to look up to.

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But even if it were somehow possible to objectively evaluate all of our female peers against ourselves, it's worth asking why we're spending all this time creating a ranking system in our minds. When we hate on women who we perceive to be more "together" than we are, we're ...

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Shine Theory - Ann Friedman

Shine Theory Amina and I talked to the Online News Association yesterday about how to apply the principles of **Shine Theory** to making great journalism. Watch live streaming video from ona13 at... annfriedman.com/post/64501416718/shine-theory More from annfriedman.com ▶

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What is the Shine Theory? As featured in the Ann Friedman's NY Mag article: Surround yourself with the most amazing, inspiring, honorable women you can find and you will find that it doesn't make you look worse by comparison, but instead makes you better

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